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MEMORANDUM FOR: Director of Personnel

FROM : John N. McMahon
Deputy Director for Operations

SUBJECT : Transfer of OP Policy Control and
Enforcement Units to O/DCI/DDCI --
Pros and Cons

1. My reaction to this proposal continues to be negative. Separation of the personnel policy and enforcement functions from the remainder of OP would:

- a. Separate policy and enforcement from the direct support, experience and data base available in and needed from the operating elements.
- b. Weaken the operating elements by eliminating their policy and control functions.
- c. In effect, create two directors of personnel and thus another management layer on personnel policy issues unless the remainder of OP, which would have to implement policy, is bypassed.

2. Although I am convinced that OP should not be divided in either function or organizational location, I have mixed feelings on where it should fit into the Agency organization. I have seen no evidence that the Administration Directorate receives favored treatment and the DDA's other offices (OS, OP, etc.) also have policy control and enforcement functions. However, in view of the current focus on personnel related issues, the D/OP's hand could be strengthened in his areas of responsibility by reporting directly to the DCI/DDCI. Thus, although I have no problems in principle with current arrangements, I would not argue against the move of OP in its entirety to the O/DCI/DDCI.

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John N. McMahon

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